



UNIVERSITY OF
CALGARY

FACULTY OF LAW

The cover features two large overlapping circles. The left circle is yellow and contains a faint image of a wind turbine. The right circle is red and contains a photograph of three people (two women and one man) sitting at a table, looking at a laptop. In the background of the photo are mountains and a forest. The title 'Energy Innovation Impact' is written in white text over the red circle.

Energy Innovation Impact

Strategic Plan
2017-22

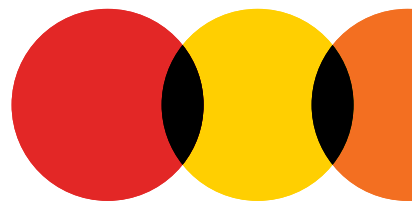


Our Strategic Priorities:

Global Reach in Energy, Resources, and Environmental Law

Innovation in Student Experience and Legal Education

Research and Collaboration for Community Impact



“ We have expanded our research and teaching to provide the best legal educational opportunities to our students, and to continue to have an impact on the issues that affect the world around us, locally, nationally, and internationally.

Dear friends,

More than 40 years ago, a group of community leaders began a campaign for a law school that Calgary could call its own. Their efforts paid off, and in the Fall of 1976, the Faculty of Law opened its doors to the first class of students. Since then, we have striven to live up to the ideals that our founders had for us. Their dedication, drive and passion remain at the core of our ethos as we continue to strive to be one of the leading law schools in Canada.

As such, it is with great pleasure that we introduce to you *Energy — Innovation — Impact*, our new strategic plan. This plan builds on the success of our 2010-2015 strategic plan, and it sets a course for the Faculty of Law as a national leader in legal research and innovation in legal education.

Many of you were contributors to the successes we have seen over the past five years. We launched the Calgary Curriculum, which has changed the way we teach the law and prepare students — and which now represents the model that other schools are emulating. As we often say, our ambition is to prepare students for the profession they will be joining, not the one we joined. The Calgary Curriculum is the embodiment of that ambition. The International Energy Lawyers Program, which we operate in partnership with the University of Houston Law Center, continues to go from strength to strength. We opened the Public Interest Law Clinic, which along with Student Legal Assistance and

the Tax Court Assistance Project is helping to make justice more accessible to some of our province’s most vulnerable and voiceless communities. Through our Business Venture Clinic, we are connecting students with entrepreneurs and start-ups. At the same time, we will work with Indigenous communities to develop responses to the report of the Truth and Reconciliation that will make a real and positive contribution to the reconciliation process. We will soon be launching the Family Law Incubator, which will revolutionize the way in which the next generation of family lawyers are trained. At the same time, we have expanded our research and teaching to provide the best legal educational opportunities to our students, and to continue to have an impact on the issues that affect the world around us, locally, nationally, and internationally.

Energy — Innovation — Impact will carry this momentum of accomplishment through the next five years. It contains three broad planks:

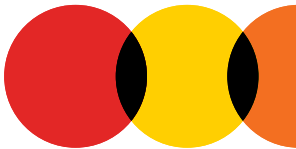
- 1. We will continue to develop our global reach in business, energy, resources and environmental law.
- 2. We will increase our drive for innovation for student experience and legal education.
- 3. We will continue to produce high-quality and high-impact research for community impact.

The success of *Energy — Innovation — Impact* will rely on strong support from our community. At the university level, we are fortunate to have a leadership team that is fully supportive of our goals. We have legal and business communities that are involved in, and that care deeply about, the success of the law school. We have faculty who are among the finest legal scholars in the nation, whose work is cited by academics, judges and governments around the world. Our staff is professional and dedicated to making our school welcoming to everyone. And our students and alumni are making positive impacts on the community every day.

The Faculty of Law has the **Energy** for **Innovation** and **Impact**, at a university that lives in one of Canada’s most dynamic and enterprising cities. We are facing the future head on, and making our mark on the next 40 years of legal education. Won’t you join us?

Semper sursum!

Ian Holloway, QC
Professor and Dean of Law
University of Calgary



Energy

***Global Reach in Business, Resources, Energy,
and Environmental Law***

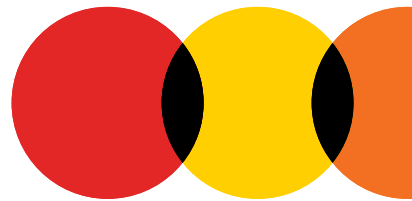
Leaders in Natural Resources, Energy and Environmental Law

An interconnected world involves interconnected problems. Issues involving energy, resources, and the environment are often complex and international in nature — and almost always, they touch upon issues of business and trade. Through our research and teaching, we address issues that are global in scope, and local issues that are relevant across the globe. We embrace local study for global lessons.

Interconnected topics that fall within the Faculty's compass are numerous, including the law relating to renewable energy, conventional and unconventional oil and gas, water, species and spaces, climate change, human rights, gender and equality, development, Indigenous law, international trade and investment, corporate law, taxation, ethics, governance,

legal theory, and intellectual property. With expertise across this breadth of field, we will continue to engage, through our research and teaching, in an international and interdisciplinary manner to find innovative ways for future impact.

In conjunction with the faculty's Canadian Institute of Resources Law (CIRL), we will remain the national leader, and continue to strengthen our international reputation, in Natural Resources, Energy, and Environmental Law (NREEL). We will maintain a high research output in NREEL, contribute publicly through prominent national and international fora, and attract highly qualified academics and graduate students.



NREEL in Action



Martin Olszynski, assistant professor

Assistant Professor Martin Olszynski's empirical work in environmental and natural resources law is being recognized both in Canada and abroad. He has appeared before the House of Commons Standing Committee on Fisheries and Oceans to discuss the results of his empirical analysis of the habitat protection provisions of the federal Fisheries Act, while his research into the implementation of adaptive management, also known as "learning while doing," was selected for presentation at the Sabin Colloquium on Innovative Environmental Law Scholarship at Columbia Law School, New York, in May 2016.

Energy, Resources, and Business Law Leadership

Calgary is not only Canada’s energy capital, it is also renowned as a centre of entrepreneurship and enterprise — and so the faculty’s commitment to excellence in both NREEL and Business Law is a natural pairing. While the energy sector based in Calgary engages in substantial projects and deals that require sophisticated and intricate corporate law expertise, business enterprises and entrepreneurs also need to draw upon the kind of big-picture, forward-looking and innovative ideas that the faculty is positioned to provide. We are committed to educating professionals who will be leaders in an ever-changing business landscape.

The International Energy Lawyers Program

The energy sector is a primary linchpin of the global economy, and its impacts on security, development and the environment are profound. The International Energy Lawyers Program (IELP) is an innovative, dual-degree collaboration between the University of Houston Law Center and the Faculty of Law at the University of Calgary. Established in

2012, the program’s primary goal is to train lawyers capable of handling complex global legal issues in the energy and affiliated sectors. In four years, students earn both a Canadian and an American law degree, and can apply to the Bars both north and south of the border.

Indigenous Peoples at the Intersection of Resources, Energy, and Environmental Law

Indigenous peoples have a special place in Canada. Legal education in Canada requires sensitivity to the unique place of Indigenous Peoples in law and society. Issues of resources and the environment, in particular, need to be informed by the importance of reconciliation and the principles underlying the United Nations Declaration on the Rights of Indigenous Peoples, as well as the Calls to Action in the Report of the Truth and Reconciliation Commission.

We are committed not only to research and teaching in areas relevant to Indigenous peoples, but also to fostering innovative collaborations between Indigenous communities and leaders in the legal profession, in business, and in our wider community.

Indigenous Venture Clinic

Using the existing model of the BLG Business Venture Clinic which matches law students with start-up companies, the Faculty of Law will create an Indigenous Venture Clinic that will work with all levels of Indigenous governance and the provincial government to build relationships, provide legal information and draft various agreements and other documents (with the aid of lawyer-mentors). Students will spend time in lectures and on practical case study assignments. As the year progresses, increasing amounts of class time will be spent in discussions about problems students are encountering in their work for clients and class brainstorming sessions on different approaches to relevant issues.



First-year law students visit Blackfoot Crossing on the Siksika First Nation — the site where Treaty 7 was signed — as part of the Foundations in Law and Justice course.

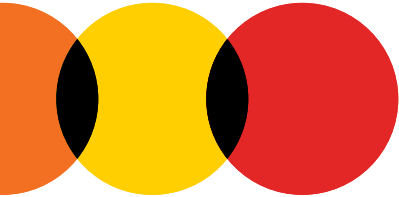


Andrea James, JD/JD’15 (left) and Julia Gill, JD/JD’15 were two of the first four graduates of the International Energy Lawyers Program.

Our Graduate Program

The faculty’s graduate program is focused within our areas of Natural Resources, Energy, and Environmental Law. We will continue to recruit strong students from Canada and internationally and promote the breadth of our research areas, while at the same time, emphasizing the possibilities for a diversity of topics for study. We will also continue to explore options for distance delivery and online programming.

We will institute a doctoral program in NREEL that is reflective of the faculty’s place within the University and within Canada. Doctoral education will allow us to increase our status as a research institution and the potential for impact in legal education.



Chidinma Thompson earned her PhD from the Faculty of Law’s special case PhD program in 2013.



A One of a Kind Interdisciplinary Approach to Sustainable Energy

The Master of Science in Sustainable Energy Development (SEDV) is an interdisciplinary graduate program providing a balanced education related to energy and environmental management.

A combined offering through the Faculty of Law, Haskayne School of Business, Schulich School of Engineering and the Faculty of Environmental Design, SEDV is an unprecedented program designed for professionals and students who are seeking a broad-based and comprehensive education in sustainable energy. Graduates leave equipped to effectively manage sustainable energy projects and operations, while minimizing impact on the environment and maximizing the socio-economic benefits to society.



SEDV students visited a wind farm as part of their studies.

Innovation

Innovation in Student Experience and Legal Education

The Calgary Curriculum

Launched in 2015, the Calgary Curriculum placed the Faculty of Law in the vanguard of innovation in legal education in Canada. Built with input from students, alumni and the profession, our new curriculum is rigorous, it is relevant, and it more realistically connects how we teach with how students learn. It equips students with the knowledge and skills needed for future professional success. The Faculty of Law is committed to continuing to enhance student experience, and to deepening the role of experience in student learning.

Innovative Teaching and Teaching Innovation

The Faculty of Law will continue to be a leader in legal education, and will work in conjunction with the University of Calgary's Taylor Institute for Teaching and Learning to support future pedagogical innovation.

As the practice of law continues to change, so too must legal education. Students require not only an understanding of the law, but how innovations in technology and business alter the landscape in which legal services are delivered. The faculty will continue to educate students on innovations that affect how legal skills are applied.



The Taylor Institute
for Teaching and Learning

Experiential Learning in the Workplace



Tiffany Bennett, UCalgary Law Class of 2018

“The new first-year curriculum prepared me well for my summer position at a law firm in terms of the substantive content of the law and valuable opportunities to write memos and factums. All my professors were fast to point out real life scenarios in which the law would be applicable, which was especially helpful for the litigation rotation.

– Tiffany Bennett, student, Faculty of Law

Student Experience

Our goal is to provide a rich learning experience for students, one that prepares them for success as professionals and as citizens. We will promote skills and attributes that enable students to make significant contributions to their communities and to society, locally and globally.

We are dedicated to providing a welcoming learning environment, in which people with diverse identities, backgrounds, and ideas may all contribute. As ever, recruiting top students with diverse records of excellence, in academics, professional experience, and community service, remains our priority. We remain committed to providing a JD program that is one of the best in the nation.

Experience for Impact:
Leaders in Experiential Education

Experiential education involves learning by doing. It occurs inside the classroom and out, but it has been at the core of the faculty’s ethos since we were founded in 1976. We have many established avenues for student experiential learning, such as Student Legal Assistance and our successful Mooting & Debating program, as well as more recent innovations, including courses in leadership for lawyers, technology in legal practice, and legal innovation.

Clinical courses provide students the opportunity to develop their skills on real problems, engage with evolving areas of the law, and to assist those in need. The Faculty of Law currently boasts an impressive range of clinical offerings, including the Business Venture Clinic, the Intellectual Property Clinic, the Tax Court Assistance Program, the Public Interest Law Clinic, and the Family Law Incubator Project. We will continue our longstanding commitment to clinical education, and explore possibilities to connect new clinical experiences with our developing research.

Indigenous Peoples
and Legal Education

The Calls to Action of the Truth and Reconciliation Commission have a particular resonance for legal education. We are committed to responding to the Calls to Action in a way that equips our graduates with the skills necessary to participate in the project of reconciliation. This includes ensuring our curriculum educates students about the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, Indigenous law, and Indigenous-Crown relations. We will also continue to educate students about the intersections between the rights of Indigenous peoples, resource development and the environment.

Mooting & Debating Success

Over the past five years, our mooting and debating teams have achieved great success in competitions both locally and nationally, thanks in large part to our dedicated coaches. In 2016, Calgary won the Canadian competition of the Philip C. Jessup International Law Moot Court Competition, the world’s largest moot court competition. Our law students also continually rank high in written and oral advocacy in competition.



Our Mooting & Debating program gives students real experience in some of the key negotiation, advocacy and debate techniques required to succeed in the practice of law.



Impact

Research and Collaboration for Community Impact

Legal Innovation for the 21st Century

Globalization, diminishing access to justice, information technology, and increasing client demands create both a challenge to the legal profession and an opportunity for change that could empower clients and other consumers of legal services and information. Critical issues exist surrounding the role of lawyers, regulation of the profession, the use of legal technology, access to justice in a pluralist system, the rule of law, legal business structures/service delivery and legal education in the 21st century. These trends and issues, which significantly impact individuals, the profession and society, call out for academic scrutiny and insight, and the faculty is well-placed to facilitate and contribute.

Through this initiative, we will foster collaboration between academics, members of the Bench and the Bar, and policy-makers, to advance innovative solutions for challenges that face the legal profession, legal consumers and society.

Family Law Incubator

The Family Law Incubator project represents another step in the Faculty of Law's commitment to experiential learning and preparing lawyers of the future. It will involve graduates serving a two-year term, during which they will complete their Articles, and their first year as a practicing lawyer. During that period, they will — in addition to the professional legal training — be given formal instruction in areas such as business planning, legal project management, marketing and human resources, so that they are truly prepared for the practice of law. In this sense, the Incubator will be a superior form of training than Articling. To reflect the faculty's commitment to prepare graduates for the profession of the future, the Incubator will also embrace from the outset a technology-based, "paperless office" approach to practice.

Farmworkers' Rights

Through her constitutional law clinic, professor Jennifer Koshan and her upper-year law students helped bring legal reform to Alberta's farmworkers, through research and blogging on the labour and employment rights of these workers. The Increased Protection for Farm and Ranch Workers Act ensures that those employed on farms have the same rights as all other employees across the province.

Jennifer Koshan, professor, 2015 Alumni Achievement Award winner

Scholarship and Impact

The Faculty of Law is committed to raising both the profile and impact of its research. We encourage research that addresses pressing problems, and is able to achieve significant scholarly or policy influence.

We will enhance the global reach of our research by encouraging and supporting faculty members and graduate students to participate in, and to lead, international research networks. We will create opportunities for junior scholars and enhance the research environment of the Faculty by appointing a series of post-doctoral fellows.

The faculty will aim to secure increased funding from national granting councils and other sources to support the diverse range of faculty and graduate student research.

Collaboration and Community Partners

We will strive to build relationships with local groups for mutual benefit. We can learn from, and be enriched by our community, while our community can benefit from our involvement and expertise. Calgary provides a diverse range of community connections to be fostered. Assistance to the vulnerable in society whose needs are not met by the legal system, and fostering relationships with the Indigenous Peoples of (Southern) Alberta, are amongst our top priorities.

Innovative Research and Student Experience

We will provide students with increased opportunities for intensive study on selected current topics of legal and policy reform. Students will be able to work with their professors and instructors on research that is cutting edge, and as a team collectively produce work that proposes practical solutions. Through clinical education and topic-based courses, we will explore possibilities for synergies between student experience, faculty research, and current problems in law and society.

Public Interest Law Clinic

In 2015, we opened the Public Interest Law Clinic, created to advocate for systemic change that values and advances the well-being of the public and the environment. The clinic provides pro bono legal services to some of Alberta’s most vulnerable and voiceless communities and the environments in which we live.

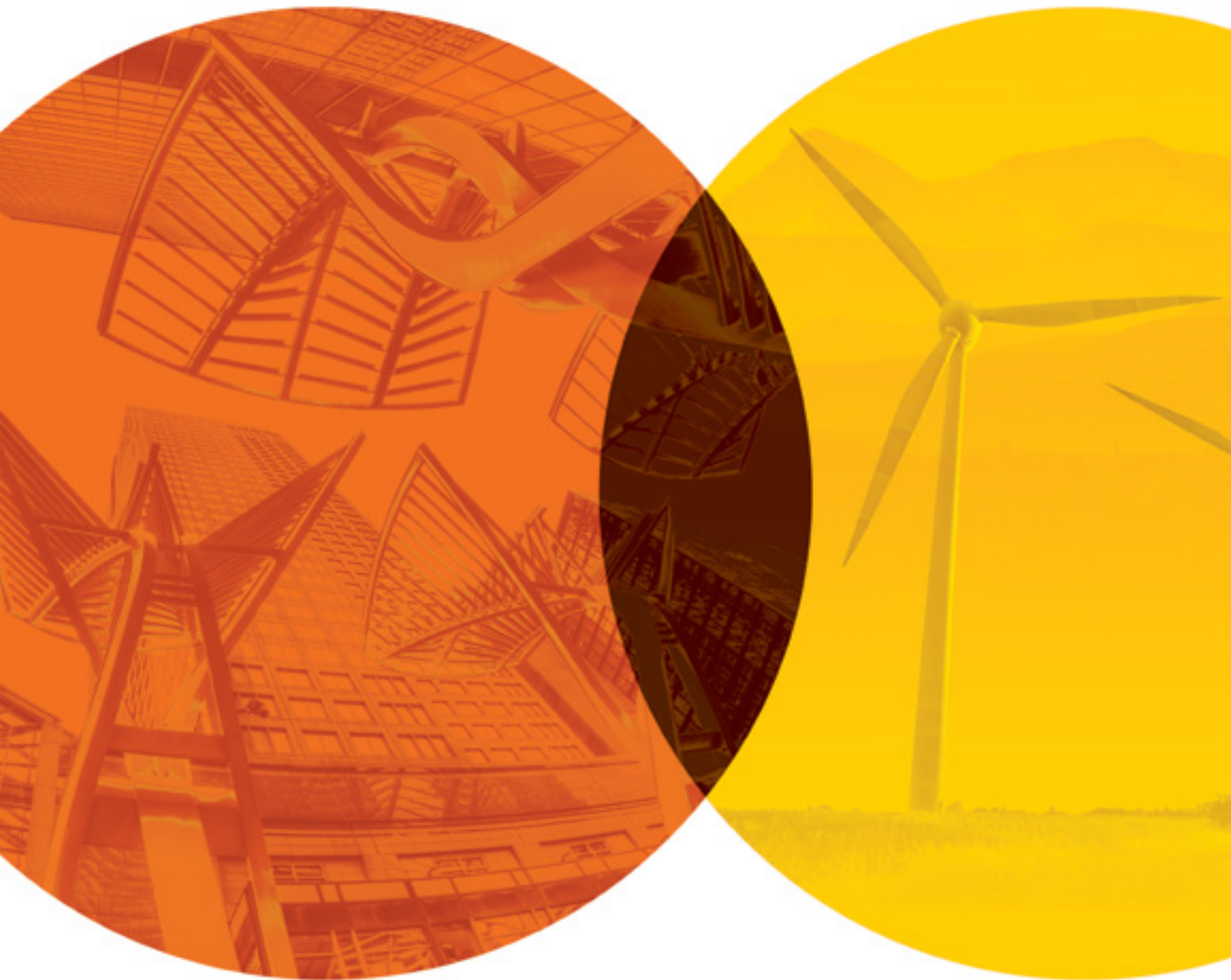


Brandon St-Pierre (JD’14), Eleanor Carlson (JD’15) and Celeste Feick (JD’15) helped Calgarians affected by the 2013 floods through Student Legal Assistance, one of the many pro bono clinic opportunities available to law students.





UNIVERSITY OF
CALGARY



For more information

Our goals for the next five years and beyond need energy from our campus and Calgary community. We invite you to become a part of our plan. To learn more about how you can get involved, contact: **Ian Holloway, QC**, Dean, Faculty of Law, 403.220.5447 lawdean@ucalgary.ca

Murray Fraser Hall
University of Calgary
2500 University Drive NW
Calgary, AB T2N 1N4

law.ucalgary.ca